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EXPORT PROCESSING ZONES AND WOMEN IN THE CARIBBEAN

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Preface

The Women in Development Unit (WID) of the Subregional Headquarters for the Caribbean of the United Nations Economic Commission for Latin America and the Caribbean (UNECLAC), has been implementing a project funded by the Government of the Netherlands, "The Establishment of a Database on Selected Areas of Women's Participation in Social and Economic Development" since 1986. One focus of this project is on the participation of women in industries in Export Processing Zones (EPZs).

This document is based on a survey carried out in the Caribbean in March 1989 by the consultants Joaquin St. Cyr and Myrtle Bishop. Historical background information on the export-oriented industries in the Caribbean has been provided by the consultant Frank Long.

INTRODUCTION

As a number of Caribbean governments continue to search for solutions to the endemic problems of low incomes, high unemployment and rising expectations among rapidly growing populations, Export Processing Zones (EPZs) are advanced as an option which could make a contribution. During the past decade or thereabout, as governments in the region have moved in the direction of establishing EPZs, a debate with much heat has developed. This strategy is advanced as quick, cheap and risky, so far as Caribbean countries are concerned, and essentially provides a mechanism for the export of surplus labour.

There is a rather vociferous counter point of view which argues essentially that as a solution to the basic problem of income and employment, EPZs fall far short of the mark. Here the argument is that only few jobs are provided at extremely low wages and the device is fraught with the possibility of the unfair exploitation of labour, especially unorganized female labour, by foreign-based enterprises. In this debate persuasive arguments, often of an emotive nature and with heavy political overtones have been advanced.

In order to shed some light on the issues raised, the present preliminary study seeks to present some concrete information on what now obtains in some of the countries in the Caribbean, in the hope that the discussion of the issues could be better informed by access to some pertinent data.

This report presents and analyzes data derived from a survey of export processing industries undertaken in mid-1989 in Antigua, Barbados, Dominica, Grenada, St Kitts and Nevis, Jamaica, St Lucia and St Vincent and the Grenadines. These countries are all members of the Caribbean Community and Common Market. Barbados and Jamaica are in the group of countries designated "More Developed Countries" (MDCs), and the others are in the group known as "Less Developed Countries" (LDCs). The report also presents information based on a recent report on Industrial Free Zones and female labour in the Caribbean with special reference to the Dominican Republic.

The early industrialization experience of the Caribbean is briefly reviewed, within the context of international production and industrialization, before the results of the surveys are presented.

1. GENERAL BACKGROUND

1.1 Early industrialization in the Caribbean

Import substitution was the chosen route to industrialization in the Caribbean after the Second World War. This approach was aimed mainly at satisfying domestic demand for light manufacturing consumer goods, such as confectionery, clothing, aerated beverages, and household articles. This strategy resulted in some degree of economic diversification away from mono-crop agriculture and absorbed some of the surplus labour from the agrarian sector. However, exports continued to comprise of a narrow range of primary products (bauxite, sugar, bananas) which faced adverse terms of trade internationally. Economies in the region therefore remained vulnerable to the vagaries of world trade.

Manufacturing under the regime of import-substitution operated under an umbrella of tariff protection. Costs of production and product prices tended to be high in world market terms and therefore uncompetitive. This limited the potential for the export of such products to the world market.

Since many Caribbean economies have small domestic markets due to relatively small populations and low levels of income, the scope for industrialization by import substitution became limited by the saturation of domestic markets. Given the vulnerability of markets for the export of traditional primary products, many economies were faced with the necessity of turning attention to industrial production for exports.

Tourism, in some countries, came to be regarded as providing opportunities for accelerated industrial development through agro-industries and light manufacturing in arts and craft, among others. In spite of its potential for employment creation in the hotel industry and in local services such as transport, tourism achieved only limited success since tourists created a substantial demand for imported goods. In order to take the process of industrialization a step further, many countries were therefore moved to encourage export-oriented industrialization.

1.2 International production and industrialization

Foreign direct investment from the developed to the developing countries has undergone important changes since the turn of the century. The first phase was specialization in the production of raw materials for world markets. This phase enabled firms from developed countries producing for the world market to secure access to strategic materials for global production. Plantation agriculture and mineral extraction such as bauxite production in

the Caribbean, best typify this form of investment.

The second phase arose from import-substitution industrialization in developing countries. This strategy saw the involvement of local and overseas firms in developing countries producing goods for local markets. This phase was different from the first because raw material considerations played an important part in the location of industry in the earlier phase. In addition, raw material production was geared exclusively for export to metropolitan countries to undergo further processing and product development.

The third and contemporary phase involves "assembly operations" for production to world markets. This phase is central to the study of export-oriented industrialization in developing countries. This phase of international production represents, in many respects, a distinct phase of international division of labour with respect to industrial production in developing countries. It is generally associated with the use of low-wage and semi-skilled labour in abundant supply in developing countries. For example, in the Caribbean, wages, in some cases, can be as low as the equivalent of 5 per cent of the hourly rate for semi-skilled labour in the United States. (It should be noted that low wages have also been an important consideration in the first two phases of international production).

To distinguish this current phase of international production from those already discussed, a combination of factors can be singled out. These are:

(a) Cheap labour;

(b) Assembly production exclusively for world markets;

(c) A regime of fiscal and other incentives to lure international capital, including adequate infrastructure such as low cost or low rental of factory shells, freedom to repatriate profits and exemption from tariff/customs duties;

(d) Suitable business climate;

(e) Proximity to main markets.

It should be noted that low wages, by themselves, do not make a country eligible for export-oriented industries. Apart from low wages and a large pool of surplus labour, an overall attractive and stable business climate is important. This implies an absence of labour unrest and other potential threats to corporate profits and long-term survival. International firms engaged in assembly operations for export are inclined to take a minimum of risks and therefore consider these precautions necessary.

Export-oriented assembly production often involves the co-operation of the governments of both the home country and the host country. Free zone areas are generally established with the explicit endorsement of host country governments. In the host country this co-operation involves tax legislation, such as double taxation agreements and tax exemptions, and guarantees against union activities inimical to corporate profitability. In the home country, such co-operation is reflected in tax legislation, customs policies with regard to the export of machinery, raw material and components, and the import of finished articles.

Free-trade zones are usually fenced-in areas which are isolated from the rest of the wider economy of a country. Trans-shipment, warehousing, banking, insurance and telecommunication services are among the range of facilities available to firms engaged in export processing. In the main, wholly owned subsidiaries of international firms tend to exist in free-trade areas. Operations outside free-trade zones tend to exist through joint ventures and licensing arrangements with local or other investors. Such investors usually produce on a contractual basis.

Assembly operations for a wide range of manufactured products and services are the main form of production carried out by such firms in developing countries. These include electronic devices, electrical appliances, transistors, semi-conductors, integrated circuits, computer memories, telecommunication devices, parts for cars, radios and television tubes, semi-finished or finished leather goods, wood carvings, plastic and synthetic footwear, clothing, sports goods and toys. A recent addition includes routine data-entry operations.

Highly skilled stages of production, involving high levels of technological training, take place in the developed countries, whole routine assembly activities that are easily segmented in an entire production process are carried out in subsidiaries located in the developing countries. These consist of simple, standardized and repetitive operations and include finishing and packaging. Only limited skills are required for these operations. The abundant supply of cheap labour in developing countries, especially female labour, makes them attractive for labour-intensive activities.

The main geographical locations for such global assembly operations include South East Asia, Latin America and the Caribbean. Assembly plants are set up either within or outside a free-trade zone. There seems to be a preference for industrial locations close to intended markets, or in ports on important trans-shipment routes. United States companies, for example, are located mainly in the Caribbean and the Mexican borderland. Japanese companies are largely located in Asia, with Singapore, Hong Kong, South Korea, Sri Lanka and Taiwan being prime locations. West German investments, on the other hand, are found largely in

Africa and Latin America. In the Caribbean, assembly operations are found in the Dominican Republic, Jamaica, Antigua and Barbuda, Barbados, Dominica, Montserrat, St Kitts and Nevis, Grenada and St Lucia. One of the fastest-growing locations is the Dominican Republic.

While firms from developed countries predominate in global assembly production, a growing number of firms from newly industrialized countries in Asia and Latin America are carving out a place for themselves in export-oriented manufacture in developing countries. Some even operate as international firms with branch plants in several countries.

2. THE SURVEY EXPORT PROCESSING ZONES

2.1 Definition

The survey was based on questionnaires (a copy of which is attached as Appendix I), circulated to seven different regional governments and on follow-up visits by two consultants, each visiting different countries, in March 1989.

The survey was guided by the following definition of an Export Processing Zone:

> "A clearly delineated industrial estate which constitutes a free-trade enclave in the customs and trade regime of a country, and where foreign manufacturing firms producing mainly for export benefit from a certain number of fiscal and financial incentives, and employ predominantly female labour".

The first section of the report examines national policy on export processing zones in the different countries. This is followed by a summary of the legislative framework within which the zones operate. In the third section is a list of the incentives and benefits provided by the different governments to enterprises engaged in export processing activities, including factory accommodation. The next section contains information on the enterprises, their origin, type of activities, number of employees and terms and conditions of employment. The final two sections deal with issues relating to female employment, including recruitment policies of selected enterprises and the social characteristics of female employees.

2.2 National policy

Antigua and Barbuda, Barbados, Dominica, Grenada, Jamaica, St Kitts and Nevis, St Lucia and St Vincent and the Grenadines are all committed by national policy directives to the promotion of

EPZs as a strategy for the creation of jobs in the manufacturing sector and for the promotion of growth of the economy. Institutional support is found in the establishment of industrial development offices/corporations, at home and in metropolitan centres abroad. The organization of programmes, including the wide distribution of promotion brochures designed specifically to attract foreign firms engaged in export processing activities, is a common approach. The main criteria for approval of free zone/enclave status in all the countries are the ability to earn foreign exchange, the creation of employment and the substitution of imports.

Of the countries surveyed, only in Jamaica and St Lucia is this commitment to the establishment of EPZs reflected in the establishment of delineated free-trade zones. In St Kitts and Nevis the government is developing a plan to establish an EPZ near to the Golden Rock airport. Nevertheless, in all countries there are a number of enterprises engaged in "export processing" activities. In Jamaica, in addition to the government's programme, an effort is being made to integrate the private sector in the expansion of factory space in private zone development.

2.3 Legislative framework

The Agreement on the Harmonization of Fiscal Incentives to Industry which was signed by CARICOM governments in 1973 forms a common agreed legal basis for manufacturing and processing operations in the CARICOM countries. This Agreement makes provision for the "enclave enterprise" which produces goods exclusively for export to extra-regional markets.

Those enterprises receiving EPZ-type concessions do not have to satisfy any specified local value added criterion in order to qualify for exemption from payment of import duty and corporation taxes. Enclave industries in the MDCs may be granted exemptions initially for a maximum period of 10 years, while in the LDCs, the period of exemptions is 15 years.

The Jamaica Export Free Zones Act of 1982 provided the legislative framework for the designation of areas by the government as Export Free Zones. Under this Act, the Free Zone was statutorily recognized as a legal entity with the Port Authority having the duty to manage, control, superintend and operate all free zones established in the country. The first schedule of this Act prescribes the activities which may be carried on in these Zones as follows:

(a) Warehousing and storing;
(b) Manufacturing operations;
(c) Trans-shipment operations;
(d) Loading and unloading operations;
(e) Exporting;

(f) Importing;
(g) Service operations, including banking, insurance, professional services;
(h) Packing and shipping;
(i) Assembling;
(j) Processing, refining, purifying, mixing;
(k) Merchandizing.

Approved activities in the zone may be carried on only by companies incorporated or registered in Jamaica and which have obtained the necessary approvals from the Bank of Jamaica pursuant to the Exchange Control Act.

2.4 Government incentives

All countries offer exemptions on taxes on income in accordance with their respective legislative provisions.

2.4.1 Exemption from taxes on income and profits

Antigua and Barbuda: An additional five years of tax relief may be granted at the expiration of tne tax holiday to export-oriented industries which have approved status and which qualify for the maximum 15 year tax holiday.

Barbados: A special tax rate of 7 per cent applies to export industries granted exemption from taxes on corporate profits for 10 years, after the expiration of tax exemptions. A tax rate of 2.5 per cent on profits of data processing companies applies.

Dominica: Approved enterprises are allowed exemption from taxes on corporate profits for 15 years.

Grenada: Approved enterprises are allowed exemption from taxes on corporate profits for 15 years.

Jamaica: Any approved enterprise engaged in manufacturing under EPZ legislation is granted total relief from income tax in respect of profit or gains earned from such manufacture.

St Kitts and Nevis: Both the enclave-type industries and enterprises with 50 per cent or more value added are eligible for a maximum tax holiday of 15 years. St Kitts and Nevis also provides companies with a further tax concession effective at the end of the tax holiday period. This is in effect a rebate for a portion of the income tax based on export profits as a percentage of total profits.

St Vincent and the Grenadines: Approved enterprises are allowed exemption from taxes on corporate profits for 15 years.

2.4.2 Freedom from export and import licensing or quantitative restrictions

Jamaica: Approved enterprises are not subject to import licensing or, where goods are being shipped other than to customs territory, to export licensing.

2.4.3 Duty-free concessions

Barbados, Dominica, Grenada, St Kitts and Nevis, St Vincent and the Grenadines: These countries all allow exemption from import duties on raw materials, machinery and spare parts for approved enterprises during the life of the tax holiday.

Jamaica: Any approved enterprise is entitled to import, free of customs duty, any capital goods, consumer goods, raw materials, components or articles to be used in the manufacturing process, as well as specified articles for the construction, alteration, extension, repair or equipping of premises in the free zone.

2.4.4 Repatriation of profits and dividends

Antigua and Barbuda[1], Barbados, Dominica, Grenada, St Kitts and Nevis, St Vincent and the Grenadines: Unrestricted repatriation of capital, profits and dividends is allowed approved enterprises.

Jamaica: Any approved enterprise may move funds related to that enterprise into and out of the free zone without having to obtain permission from the Bank of Jamaica to do so. Such enterprises may, with the approval of the Bank of Jamaica, operate a foreign currency account with any commercial bank in or outside of Jamaica.

2.4.5 Other incentives

Competitive wages: Competitive wage rates are important stated incentives in all countries.

Waiver on night shift labour of Women: In Barbados,under the provisions of the Factory Act, night shifts are permitted provided that permission is granted. Women are permitted to work on the night shifts in the other countries. Night work is stated as not normally going beyond the 3:00 - 11:00 p.m. shift in St Kitts and Nevis and beyond 10:00 p.m. in Jamaica.

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[1] In Antigua as an additional incentive, foreign investors are frequently exempted from the one percent foreign exchange levy on outward transfers.

Skills training programmes: Skills training programmes for potential employees are a common feature in all countries.

Other considerations: In Jamaica, other services such as security, maintenance and garbage disposal are provided and have expanded to include Import/Export Certification and on-site medical facilities. The privately-owned and operated Spanish Fort Free Zone, on completion, will also offer recreational facilities, pre-selection and training of employees.

Private sector free zones will be developed in Jamaica, based on the following characteristics designed to cater to the Fortune 500 hi-tech companies strategy:

(a) Charging of economic lease rates;

(b) Private ownership and management;

(c) Generous amenities;

(d) Innovative buildings and facilities;

(e) Innovative zone financing techniques;

(f) Innovation towards higher value information services;

(g) Targeting of market tenants;

(h) Private provision of telecommunications and power supply

2.5 Factory accommodation

All countries provide either subsidized factory accommodation or such space at reasonable rental to approved enterprises.

Antigua and Barbuda: Through the Industrial Development Board, factory buildings are made available to potential investors. Leases are negotiable but the normal term is five years. The rental rate is approximately $2.30 to $2.60 per square foot per year. Those investors wishing to construct factory space according to their own specifications can negotiate the terms through the Industrial Development Board.

Jamaica: Standard factory modules are provided at a rental of US$3.50 per square foot annually. On acceptance of the investment project, companies are required to enter into a minimum two year lease agreement with the Kingston Free Zone Company. The rate covers the cost of services provided by the free zone administration such as garbage collection and disposal, maintenance of common areas, external areas, external lighting and 24-hour security.

All free zone clients are to comply with provisions as they apply to worker welfare services under the Factories Act. Some of these are the provision of canteen facilities, toilets and rest areas.

St Kitts and Nevis: The St Kitts and Nevis Development Bank constructs and owns factory shells and makes them available to investors on a lease or lease/purchase basis. Alternatively, investors may construct their own factory. Factory rental rates (1986) are US $1.90 to $2.65 per square foot per year.

Barbados; Dominica; Grenada; St Kitts and Nevis; St Vincent and the Grenadines: Either subsidized factory space or factories at low rentals are provided.

3. COMPANIES ENGAGED IN EXPORT PROCESSING ACTIVITIES

3.1 General overview

Details pertaining to the numbers and types of EPZs are contained in Appendices II-IV, including those which have closed down over the years and anticipated new enterprises. Almost 16,000 jobs have been created in the special processing zones of the countries surveyed. Most of these (6,719) are to be found in Jamaica, Barbados (3,185) and St Lucia (2,829). In St Kitts and Nevis 1,407 jobs have been generated, 1,058 in St Vincent, 379 in Grenada and 375 in Dominica. The predominance of female workers and the repetitive nature of the work are common to most enterprises. Textile/apparel industries employ about two thirds of all workers. However the size and mix of activities undertaken differ substantially from country to country. The historical trend in employment patterns in the EPZs indicates a declining importance of the garment sector. Electronics workers outnumber those in garments in St Kitts and Nevis and in Barbados where the majority of such workers are engaged in data entry.

The following table summarizes pertinent data on female employment in the different countries:

Table 1

Employment in EPZs by country, sector and sex

Country	No of employees	Sector							
		Textile/ Apparel		Electr-onics		Data entry		Misc.	
		No.	%F	No.	%F	No.	%F	No.	%F
Antigua & Barbuda	..	..	..	..	..	..	..	..	..
Barbados	3,185	836	96	1,035	90	1,198	92	116	81
Dominica	375	375	92	n/a	n/a	n/a	n/a	n/a	n/a
Grenada	379	225	..	85	97	n/a	..	69	81
Jamaica	6,719	6,184	88	..	..	425	..	110	26
St Kitts & Nevis	1,407	414	..	957	72	32	..	4	..
St Lucia	2,829	1,839	..	510	..	76	..	404	..
St Vincent & the Grenadines	1,058	331	94	240	97	..	..	487	53
Total	15,952	10,204		2,827		1,731		1,190	

3.2 Country specific data

Antigua and Barbuda: No data from official sources is readil available on the type of enterprises engaged in export processing activities or on the numbers of persons so employed. Anecdotal reports suggest that at least two such enterprises in the garment sector had been in operation but that these encountered labour problems and consequently closed down. A reported shortage of labour due to a booming tourism sector may have reduced the attractiveness of such enterprises.

Barbados: The data indicates a total of 26 enterprises in Barbados engaged in export processing activities. There are 3,185 persons employed, of whom 2,924 or 91.8 per cent are females. Data-entry services undertaken in 10 firms employ the majority of workers numbering 1,198 (38%). The assembly of electronic components engage the second largest group of workers numbering 1035 (32%). The proportion of females in these two subsectors is 92 and 90 per cent respectively. The textile/apparel subsector employs a total of 802 workers (25%), including the highest proportion of females (96%).

Dominica and Grenada: Textiles/apparel production dominates the export processing industry, there being two enterprises in this sector in the former country where the proportion of female employees is 92%. In Grenada textiles engage 225 (59%) of the total of 379 workers in export processing. Assembly of electronic

components engages 85 workers of whom 97% are female. One enterprise each in Grenada produces cosmetics and pharmaceuticals and together employ 69 persons.

Jamaica: In the first quarter of 1989 there were 21 EPZ-type companies operating, of which 13 were located in Kingston and 8 in Montego Bay. These companies together employed a total of 6,719 persons. Seven of the companies in the Kingston zone had their origins in the United States of America, three in Hong Kong, and one each in India, Hungary and Canada. The majority (eight) of companies in Kingston produced garments. Number of employees ranged from 239 to 1,652. One company produced animal foods, one candies, one pharmaceuticals, and one ethanol. The number of employees in these latter enterprises ranged from two (in the case of pharmaceuticals) to 33 (in the case of ethanol). Total employment in the Kingston Free Zone numbered 5,670 as at April 1989 (the Ethanol Company is located outside the EPZ).

Of the eight companies in Montego Bay, four were in garment production, the number of employees ranging from 20 to 260; three in data-entry, where the number of employees ranged from 20 to 350; and one in communications with 44 employees. Total employment in the Montego Bay Free Zone as at April 1989 numbered 1,049.

The vast majority, 5,604 out of the 5,670 workers employed in the Kingston EPZ, are engaged in the fabrication of garments. Of the 1,049 employees in the Montego Bay EPZ, 580 produce garments and 469 are engaged in data processing and communication activities.

In terms of employment generation Jamaican EPZs are largely geared to the export of garments. A wide array of different types of garments are produced such as jeans, ladies wear, knit wear and shirts. However, companies introduced since 1988 have tended to be in data-entry and communications and employ only a few persons.

Nonetheless, many firms in Jamaica due to expand or re-start operations appear to be garment factories which had closed down or had contracted operations when the textile market in the United States became soft. One firm was due to increase its employment from 239 to 280 at the end of May 1989.

St Kitts and Nevis: Except for one company with origins in the United Kingdom, the 12 export-oriented companies all have their origins in the United States. They employed a total of 1,407 as at December 1988. Most of them, eight, are in electronics, two are in garments, and one each in data processing and building components. In the electronics industries, the number of employees in the different enterprises ranges from four to 273, with a total employment in the sector of 957. Only 30% of those employed in export processing (414 persons), are employed in garments and 32 in data processing. While the majority of workers in these

industries are known to be female, records are not kept on employees, by gender.

Four of the six EPZ companies which ceased operations in St Kitts and Nevis in 1988 were in the garment sector in which a total of 414 jobs were lost.

St Vincent and the Grenadines: Of 1,058 persons employed in export processing 331 are engaged in textile/apparel production, 240 in the assembly of electronic components and 487 in other activities, for example, the production of tennis rackets. While 94 and 98% respectively of those engaged in textiles and electronics are female, only 53% of those producing rackets are female.

3.3 Enterprises no longer in operation

Information is not readily available on the total number of enterprises which are no longer in operation. Sixteen such enterprises in Barbados are known to be no longer in operation, based on a survey undertaken by the Barbados Industrial Development Corporation covering the period 1973 to 1980. Another 11 defunct businesses were identified, of which six were in St Kitts and Nevis, two each in Dominica and St Lucia and one in St Vincent and the Grenadines. Most EPZ-type companies in Antigua and Barbuda are said to have closed down after experiencing labour problems. The majority of these are known to be in the textile/apparel business. In St Kitts and Nevis, four of the six companies which ceased operations were in the garment sector in which a total of 414 jobs were lost. However, very little recorded information is available on the reasons for such closures. The weakening demand for textiles in the United States market has been cited in Jamaica for a curtailment of employment in the garment sector. Shortage of labour in Antigua and Barbuda, with the consequent need to import labour in that country, has also been cited as a reason.

3.4 Enterprises expected to start operations

Indications are that some 10 companies were expected to start operations in the different countries. Of these, four were to be established in St Kitts and Nevis.

3.5 Employment policies

The information on employment policies is based on responses to questionnaires from six companies in Barbados, five in Grenada, six in Jamaica and one each in the other countries covered. This information is supplemented by information gleaned from interviews with relevant personnel in the different countries.

3.5.1 Gender

Six enterprises, of which two were in Barbados, one each in Grenada and St Vincent and the Grenadines and two in Jamaica indicated that they deliberately sought to recruit females. At least one manager expressed the view that female employees worked more steadily and were more responsive to disciplinary measures. While gender is stated not to be an explicit requirement in recruitment policies, the preponderance of females is acknowledged - between 88% and 96% in textile/apparel; 72% and 97% in electronics, 92% in data-entry and 26% to 81% in miscellaneous activities such as in animal food processing and candy manufacturing. The vast majority of job applicants who are selected are females. Sewing machine operators are usually all female. The proviso that data entry operators should possess typing skills automatically tended to preclude men.

Male/female ratios vary according to the type of enterprise and according to the allocation of jobs within the factories. In Jamaica while records are not kept on the basis of gender at the Kingston Free Zone Company, in the typical garment company, warehousing, shipping, cutting, packing, maintenance mechanics and administrative positions are held by males, while at production levels, sewing machine operators and supervisors are female.

3.5.2 Age

The majority of companies have a minimum recruitment age of 18 years, although in at least one case it was 16. Two enterprises in Grenada preferred a higher minimum age of 20 and 21 years respectively, such persons being regarded as being more mature. At one apparel company in Jamaica 70 per cent of employees were in the 19 to 25 age group. At the other end of the age spectrum, two enterprises in Barbados had an upper age limit of 30 years for operators and the maximum age for operators in a third enterprise was 25 years. However, it was pointed out that some 10 per cent of personnel in one enterprise in Jamaica which had been in operation over 11 years, were in the 35-plus age group and only 30% in the 19 to 25 age group, although 25 was the stated maximum age for recruitment. Fifty-seven per cent of workers in another garment factory in Jamaica which commenced operations in 1984, were in the age group 26 to 35, while 16% were over 36 years old. It is clear that workers over 35 years old, with no previous experience, are not favoured as potential recruits. One representative of an electronics plant in Grenada expressed the view that persons above the age of 27 years were likely to have had previous work experience and would most probably experience difficulty in adapting to the requirements of such a facility.

In St Kitts and Nevis labour shortage has caused potential employers to place greater emphasis on the manual dexterity and literacy of a particular worker than age.

3.5.3 Previous employment

At least one enterprise in Jamaica, and two in other countries, require previous work experience as a condition of employment. All are in textile/apparel construction and the ability to sew was an important consideration. Whether or not recruits had previously worked is stated not to be generally of any significance in the employment policies since a probationary period of training is the norm.

3.5.4 Ethnic origin

Ethnic origin is not considered of importance in recruitment. It should be noted that the racial composition of the population in the three countries is homogeneous, most applicants being of African origin.

3.5.5 Residence

Residence is not an important factor in recruitment. Companies however generally tend to hire employees who live relatively close to the plants, i.e. within a five to eight-mile radius, to ensure that employees will not experience undue difficulty due to the costs or availability of transportation. Workers in Jamaica tend to live within a five-mile radius of the factory site. One company in Barbados, which operates plants in three locations, pays particular attention to the residence of applicants when recruiting employees for the plant that operates a shift system.

It was stated in Jamaica that some of the companies in the EPZ in Kingston with subsidiary factories in rural areas found workers from the better areas to be more productive. St Kitts and Nevis is geographically small and transport to the industrial estate is provided by employers.

3.5.6 Union status

Union status is not an issue in recruitment since this is not an indicator of the number of persons dependent on the applicant. In other words, single status does not infer that there are no dependants.

3.5.7 Level of education

Basic literacy, numeracy and manual dexterity, including the ability to sew, are important considerations in garment industries. Many of the recruits in Jamaica are drawn from the HEART training programme which provides pre-training for the large pool of unskilled, unemployed school leavers in Jamaica.

Some secondary education, including typing skills, is considered important in data processing. In St Kitts and Nevis, lack of previous typing skills is not a deterrent as companies are willing to train those considered to be suitable material.

3.6 Wages

Low, competitive wage rates are cited in promotion brochures as an attraction to foreign investors in all countries. However, while wage rates are much lower than in the host countries of the different enterprises, it is not clear that wages in the enclave sector are lower than those outside of the sector.

The minimum wage laws as apply to industrial workers are adhered to by enterprises operating in EPZ-type operations in those countries, such as Antigua and Barbuda and Jamaica, where such laws apply. In practice, a wide range of methods is employed in the determination of wages. Some employees earn a basic wage for a specified time during normal working hours and may be required to work overtime. Others earn a basic wage for a specified level of production which is determined by management. Having achieved that target there may be an incentive scheme which may take the form of a piece rate incentive or a group incentive. Yet others are employed in enterprises which operate a straight piece-rate system for the entire output of all operations. In the latter instance, a minimum level of output is required where there is a statutory requirement for a minimum wage. Those capable of producing above the quota receive a higher pay. The norm is that workers are required to perform at a stated minimum level of "efficiency".

Antigua and Barbuda: The Minimum Wages Act which covers all employees ranges from US$35 per week for trainees to US$44 for unskilled workers and US$56 for semi-skilled workers in the manufacturing sector.

Barbados, Dominica, Grenada, St Lucia, St Vincent and the Grenadines: Wages in the export processing segment of the textile /apparel industry in Barbados are cited to be usually higher than in the rest of the industry (see Appendix V).

Jamaica: The minimum wage laws cover all garment workers, the minimum wage being $100 per week. However, the size of the pay packet varies from worker to worker based on a complex piece-rate system of wage payment related to a worker's output. Accordingly, in order to receive the basic minimum wage employees must attain a certain level of productivity and different quotas are laid down according to the type of product and the type of operation (albeit usually repetitive) which is required. Those producing above the required quota receive additional pay. Those who cannot "make up" their quota receive the minimum wage and receive further training until the 100% productivity is reached. At the end of the initial

12-week training period a worker is expected to be at least 65% "efficient". The basic wage is payable after the 12-week training period.

The basic pay of supervisors in the typical garment factory ranges from J$160 to J$240 for a 40-hour week, based on an hourly rate of between J$4 and J$6. Supervisors are not paid on a piece-rate basis, but an incentive scheme based on productivity is operational. The basic wage of operators for a 40-hour week in the first quarter of 1989 was in the region of $120, based on an hourly rate of pay of between $2.30 to $2.55. Piece rate which forms the basis for payment varies by type of activity and level of skill required for the particular task. Incentive schemes are in place for operators based on such factors as punctuality, attendance record and productivity levels.

In general terms, male employees tend to receive fixed salaries, while female employees are paid on a piece-rate basis. This is stated to be due to the type of operations undertaken by male employees who are largely engaged in such tasks as raw material handling, shipping, cutting, packing and warehousing.

St Kitts and Nevis: The minimum wage laws do not cover the manufacturing sector. Information available for 1986 indicated that trained assembly line workers in garments received US$0.99 per hour; in data entry US$0.85 per hour; and in electronics US$1.04 per hour.

A shortage of labour is said to have resulted in the wage rates in factories in the sector being competitive with other industries outside of the estate. The majority of workers are reportedly paid on a weekly basis, while a minority are paid on an hourly basis. An estimated 11 per cent are paid by incentive or bonus.

Based on a survey undertaken in 1988, the weekly take-home pay for operators ranges from less than EC$80 to over EC$140. One in every three workers takes home more than $140 weekly and one in five (19%) earn under $80 weekly. About one in three takes home less than $100 weekly. The same survey showed that three out of 10 unemployed persons expected to work for over $140 weekly.

3.7 Other considerations in employment policies

3.7.1 Health and maternity

Good health and vision are considered to be important assets in applicants. In Jamaica first-aid and primary health-care services are provided at the zone and include pre and post-natal services such as family planning counselling and the provision of free contraceptive supplies.

Women who are pregnant at the time of application are not considered for employment. However many employers expressed the view that women who have children are inclined to be better workers and are more productive. One employer seeks to recruit such women because he knows that they need the wages. Another employer prefers to employ women who are mothers because they perform better in view of their responsibilities, but subject to the proviso that they live in households with their parents, relatives or other persons who can assist them in taking care of their children. In this way the number of hours lost and interruptions in the production schedule will be kept to a minimum.

Maternity leave at the Kingston EPZ is on the basis of two months leave with pay and one without. Each employee is allowed two pregnancies with pay during the term of her employment.

Subsidized meals are provided by some firms in both Jamaica and St Kitts and Nevis, though in the latter this practice seems to be more prevalent. Consideration is also being given to setting up day-care facilities in the industrial estates in St Kitts and Nevis.

3.7.2 Probationary period

A typical probationary period of three months or 12 weeks appears to be the norm in Antigua and Barbuda, Barbados, Dominica, St Kitts and Nevis and Jamaica, although a period of four months was cited in one case in Jamaica; three to six months in St Vincent and the Grenadines, and between one and four months in Grenada. In St Lucia the probationary period at one enterprise was six weeks. This is stated to be the period with the highest wastage rates, an estimated 65% in Jamaica and 90% in St Kitts and Nevis.

A 50-65% turnover rate is the norm during the probationary period. After training the typical duration of employment ranges from one to three years. It should be noted that when the market in the U.S.A. became "soft", many workers were retrenched.

3.7.3 Termination of employment

Most enterprises have provisions for notification by the employers at termination of employment. The period of notice may vary depending on the statutory regulations of the particular country and the duration of the term of employment. Some enterprises expect to receive notice of termination of employment from their employees.

Jamaica: The standard practice regarding notice of employment termination is two weeks for employees with one to five years service; four weeks for those with five to 10 years; six weeks for

those with 11 to 15 years and eight weeks for those with over 15 years.

St Kitts and Nevis: The law with respect to the notification of employment termination does not cover manufacturing. However, it is customary for the law relating to domestics to be applied. For those with over three months and under one year's service, one week's notice is required; over one year and under five years' service, 2 weeks; and over five and under 10 years' service, 3 weeks' notice.

3.7.4 Retrenchment

In Jamaica, employers and employees are required to give two weeks' notice of termination of employment. Workers with between one to five years' service are entitled to two weeks' pay, and those with five to ten years' service, four weeks' pay. In both St Kitts and Nevis and Antigua and Barbuda, workers who are retrenched are entitled to severance pay, paid out of a levy imposed on employers.

3.8 Socio-economic characteristics of employees

3.8.1 Age

Information on five enterprises in the Kingston EPZ in Jamaica shows the median age in four of them to be in the age group 26 to 35. In St Kitts and Nevis, an estimated 10% was reported to be under 20 years; 70%, between 20 to 29 years; and an estimated 17% between 30 to 44 years.

In the other countries of the survey, the majority of female employees in six enterprises were in the 19 to 25 age group, and in four enterprises, the 26 to 36 age group. Three other enterprises indicated the average age of their female employees to be 20, 25 and 29 years respectively.

3.8.2 Parishes in which majority of employees live

Most employees in the EPZ live in parishes and areas which are relatively close to their plants. In the Kingston EPZ most workers live in the parishes of Kingston and St Catherine, generally within a five-mile radius of the zone. Those who work in the Free Zone in Montego Bay live within a similar radius. Important considerations are the cost of transportation and the fact that deductions are made from pay packets, in many cases, for time lost due to lateness. In St Kitts and Nevis information is that transportation is provided for workers who live up to 16 miles away from the industrial estate. This may be a reflection of the problem of shortage of labour here. Place of residence in Antigua and Barbuda is not considered in recruitment of labour.

3.8.3 Proportion of female supervisors with children

While data on union and maternal status of employees are not collected on a routine basis, most employees are believed to be mothers, the majority being single parents. Childbearing practices of employees are said to hold serious implications for employers who have to roster workers to take account of those on maternity leave which is guaranteed by law, and generally entails two months of paid leave and one month of unpaid leave. In Jamaica an estimated 90 to 95% of supervisors and operators have children, while an estimated 85 to 90% are said to be single parents. While data on the socio-economic background of workers in St Kitts and Nevis are not collected on a routine basis, the report of a survey[2] of employees on industrial estates in St Kitts and Nevis in 1988 showed that over 95% support family members; that 30% were living in common law unions and that 13% were in visiting relationships.

3.8.4 Employment duration of female employees

In most cases, in all countries female employees are described as having an average employment duration of between one and three years. There are two cited cases in Barbados where more than 90 per cent of female employees have been working with the enterprise for more than three years. There are also three cited enterprises in Jamaica where all the workers have been in the employ of the company for over three years. Job satisfaction, the attitude of management, conditions of work, opportunities for alternative work, ability to cope with domestic responsibilities while working and scope for migration are all important determinants of the duration of employment.

Many are said to leave of their own volition to become independent entrepreneurs, having developed industrial discipline and business know-how over a period of time, as well as having accumulated some savings at the EPZ. Workers with experience in EPZs are also "raided" both by employers within the zone and outside the zone. This practice is reported to be commonplace in both Jamaica and St Kitts and Nevis where it is widespread in data-entry.

Records in St Kitts and Nevis showed that 41% of workers in the industrial estates had been employed for one year or less; 20%, two to three years, and 39% over three years.

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[2] Mills, Frank L.: Availability of Labour in St. Kitts & Industrial Relations in the Manufacturing Sector, Survey Research Unit Caribbean Research Institute, University of the Virgin Islands, December 21, 1988 (cyclo).

4. THE CASE OF THE DOMINICAN REPUBLIC

4.1 Introduction

The Dominican Republic was not covered in the ECLAC Regional Survey as it is one of the Caribbean countries where data on women in the export-oriented industries already existed. The following information has been retrieved from existing literature on the subject.[3]

4.2 General background

Export industries in the Dominican Republic have been among the fastest-growing worldwide. Four EPZs were established between 1969 and 1983. Essentially however, this was a period of import substitution. In 1983, there was a shift in industrial policy towards export-led growth. In this regard, a National Free Zone Board was established under Decree No. 895 and the Fund for Economic Development Investment streamlined, in order to promote exports of manufactured goods.

Between 1983 and 1989, 13 additional free-trade zones were established. At the same time, employment in export-processing industries rose dramatically from 22,000 to 90,000. By far the main industries in export processing manufacture (60 per cent) are in textiles and apparel. This is followed by leather goods (10 per cent) and electronics and tobacco (4 per cent each).

4.3 Export processing enterprises

The Dominican Republic has over 230 foreign firms and about 22 local firms engaged in export processing. Most of these are in textiles and apparel, with leather goods next in importance. These operate in 17 free-trade zones in the country.

Information on activities of enterprises in export processing zones in the Dominican Republic is contained in the following table:

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[3] Main source has been the Oxfam Report: Industrial Free Zones and Female Labour in the Caribbean: the case of the Dominican Republic, Consultaras Asociados SA (CONSA), Santo Domingo, Dominican Republic, April 1989.

Table 2
Sectoral breakdown of Export Processing Zones

Type of activity	Percentage of production
Textile and apparel	59.4
Leather goods	9.8
Tobacco	4.2
Electronics	4.2
Others	14.7
Total	100.0

Source: Facundo, Marcia: El Mejor del Caribe, Hoy Newspaper, March 3, 1989

4.4 Specific incentives and benefits

Incentives provided by the Dominican Republic to promote export-oriented industries are as follows:

(a) Competitive wages;
(b) Tax exemptions;
(c) Customs duties exemption for machinery, equipment, spare parts and raw materials;
(d) Repatriation of profits;
(e) Absence of foreign exchange restrictions;
(f) Free capital transfer;
(g) Weak or non-existent labour unions;
(h) Up-to-date industrial park infrastructure and utilities streamlined to support export industries.

4.5 Employment of females in export activity

Ninety thousand people find employment in enterprises engaged export-processing activities, as shown in the following table:

Table 3
Employment by year in EPZs, Dominican Republic

Year	Jobs
1983	22,272
1984	27,126
1985	35,720
1986	51,231
1987	69,538
1988	90,000

Source: Mendez, Josephina: El "boom" de las Zonas Francas, Listin Diario, April 9, 1988.

The data indicate that women constitute the majority of employees in these enterprises, estimated at over 70 per cent. In 1988, they numbered 63,000. In some industries, such as electronics, female participation is estimated at 85 per cent. In garment and textiles, women constitute 74 per cent and in footwear and tobacco, 50 and 30 per cent respectively.

4.6 Employment policies

Seventy per cent of female workers in the Dominican Republic were between the ages of 20 and 35, the average age being 27. This was lower than the average age in the domestic industry.

Ethnic origin was not considered by any of the enterprises when selecting employees.

At the time of recruitment of new employees, their union status did not appear to influence the decisions of enterprises directly. Fifty per cent of female workers were married or in common-law relationships. About 25 per cent were found to be either separated or widowed and the remaining 25 per cent, single.

The average educational level was lower than in the domestic industry. However these workers were said to perform tasks that can be learnt between two to three months. A fair percentage of these female workers had high school education.

A number of firms preferred females who had children since they tended to be more responsible workers.

4.7 Wages

When EPZs were first established, enterprises would pay only 80% of the legal minimum wage then in force. This privilege was suppressed in 1979. They are now compelled to pay the minimum wage. However, the only likelihood of receiving above the minimum wage for most employees is to surpass the production quotas set. This often involves overtime work.

5. CONCLUSION AND RECOMMENDATIONS

The research findings on EPZs in the Caribbean suggest that their advantages and disadvantages would need to be carefully weighed on a country by country basis. On the credit side, EPZs have generated over 100,000 jobs (16,000 in the CARICOM countries covered and 90,000 in the Dominican Republic) in a relatively short space of time. Concomitant spin-off effects have taken the form of income generated in local economies from wages and from rental and other payments. Foreign exchange generation has also been very important.

The highly disciplined nature of the workplace has, in effect, created a core of industrially disciplined workers who are often in demand in the domestic economy and who therefore, with time, could be absorbed into the wider economy to productive effect.

Factors which point to the disadvantages of EPZs include the quality of the jobs, universally accepted to be repetitive, monotonous and uncertain, especially when market conditions change. On the other hand, job creation of such a magnitude cannot be scoffed at in an area of endemic unemployment and under-employment. Further, while wages are usually substantially lower than in the host countries, they generally compare favourably with and are often better than wages paid in local enterprises of a similar nature[4]. Employers appear to be more conciliatory, for instance, providing transport, in countries like St Kitts and Nevis where there is a labour shortage. Negotiations for the provision of day care and like facilities are more fruitful in conditions of such scarcity. Further, alternative employment in domestic service, in agriculture, or in the informal sector for similarly placed unemployed workers is fraught with conditions of uncertainty, of long hours, limited financial returns and little or no social security.

The image of prematurely spent workers who try to reach too high production quotas in order to earn extra money, and who are constantly replaced after two or three years by new cohorts of younger workers, seems to have been overstated in so far as the Caribbean is concerned. Job satisfaction, the attitude of management, conditions of work, opportunities for alternative work, ability to cope with domestic responsibilities while working, and scope for migration are all determinants of the duration of employment. The median age of female employees was in the region of 26 to 35 years.

Three further disadvantages are the limited transfer of technology to the local economies; the limited involvement of the local employees at management levels and the small size of the value added to the local economy in the sourcing of raw materials. This is due partly to the fragmented production of component tasks and the fact that the research and development of production equipment and methods are undertaken by the parent companies abroad. While these disadvantages are borne out by the survey, it should be noted that many of these economies are resource-scarce in terms of raw material supplies, possess an undeveloped

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[4] It is recommended, given the range of methods employed in calculating wages, that a more in-depth investigation on wages should be undertaken in order to provide reliable estimates of actual earnings of employees.

technological base and limited numbers of available technically qualified personnel.

In conclusion, there are arguments for and against the phase of industrialization which is characterized by EPZs. They have proven themselves as a catalyst in the creation of jobs, especially for the female population, in a short space of time. They are therefore one approach to solving endemic problems of unemployment in the Caribbean. On the other hand, as presently constituted, they will never offer high standards of living to the people of the region. It is feasible that as skills of workers improve and the process of production in EPZs becomes more complex, greater value added would result. This would give rise to increased levels of remuneration. Notwithstanding such developments, it is advisable in the long term, for Caribbean governments to devise programmes for the growth and restructuring of their societies, on the basis of local enterprise and initiative, producing services or goods for export of a high value and quality and at a rate of growth capable of absorbing the incremental increase of the labour force. Only if this is achieved will populations of the region be assured of substantially improved standards of living in the long term. EPZs can, at best, set the pace for such growth and change.

In the meantime, governments should strive to obtain the best terms and conditions of work that are feasible. They should also seek to upgrade the skills of workers so that they could participate at the highest level of technological competence and at managerial levels, thus improving their scope for vertical mobility. Women should also be encouraged to seek to enter non-traditional areas of work within the EPZs such as cutting, where pay is generally higher than at the operator level. Finally, joint ventures with local firms may facilitate more local involvement and serve to mitigate the effects of dislocations when enterprises move to new locations.

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APPENDIX I

QUESTIONNAIRE

COUNTRY:

RESPONDENT: **Name:**
Institution:
Country:

PACKAGE OF GOVERNMENT INCENTIVES

1. Which of the following incentives have/has been offered by government to EPZ companies?

   - o Ten year tax holiday on corporate profits
   - o Duty-free imports of raw material and machinery
   - o Provision of factory buildings at reduced rentals
   - o Freedom to repatriate profits
   - o Waiver on night shift labour of women
   - o Competitive wages
   - o Other: ----------

ESTABLISHMENTS IN INDUSTRIAL ESTATES

2. Please complete the following information on EPZ companies in this country:

Give each company a code number to facilitate further questions.

With regard to data on employees S= Supervisor
O= Operator (worker)

Type of Activity could be for example: electronics, textile/garment, apparel, sporting goods, data entry service,etc.

The column Year is meant to record the year for which the relevant data is valid.

a) EPZ COMPANIES BY TYPE OF ACTIVITY AND DURATION

Code Nr.	Name Company	Starting Date	Closing Date	Type of Activity
01				
02				
03				

04
05

b) EMPLOYEES BY SEX, POSITION AND TENURE

Company Code Nr.	Employees Male S	Employees Male O	Employees Total	Employees Female S	Employees Female O	Employees Total	Total	Tenure (in years)
01								
02								
03								
04								
05								

c) WAGE LEVEL - SUPERVISORS BY SEX AND YEAR

Company Code nr.	Wage p/w Male	Wage p/w Female	Year
01			
02			
03			
04			
05			

d) WAGE LEVEL - OPERATORS BY SEX AND YEAR

Company Code Nr.	Wage p/w Male	Wage p/w Female	Year
01			
02			
03			
04			
05			

3. Establishments expected to start operations in the future:

Name Company	Scheduled Starting Date	Activity	Expected nr.employees Male/Fem. Tot

EMPLOYMENT POLICIES

4. **With regard to prospective employees, which of the following factors are common determinants for recruitment?**

O	gender	O male	O female
O	age	O -25	O 25+
O	previously employed	O yes	O no
O	ethnic origin (specify):.....		
O	residence		
O	union status (specify):		
O	level of education minimum:		
O	other (specify):		

5. **Is there a probation period?** O yes O no

If yes, how long? O two weeks
O two months
O other

6. **Is there a fixed term for notification of employment Termination:**

By the company: O yes O no
By the employee: O yes O no

SOCIO-ECONOMIC CHARACTERISTICS OF FEMALE EMPLOYEES

7. **What is the proportion of female employees in the respective companies in the following age groups? (refer to companies in question 2b above).**

AGE GROUP OF FEMALE EMPLOYEES

Company Code nr.	Year	-18 S	-18 O	19-25 S	19-25 O	26-35 S	26-35 O	36+ S	36+ O
01									
02									
03									
04									
05									

8. **In which parish(es) do the majority of female employees live?**

.....

9. **What proportion of female supervisors have children?**

.....

10. **What proportion of female supervisors are single parents?**

.....

11. What proportion of female operators have children?

.....

12. What proportion of female operators are single parents?

.....

13. What has been the employment duration of female employees?

TENURE OF FEMALE EMPLOYEES

Company	<1 yr		1-3 yrs		>3 yrs	
Code nr.	S	O	S	O	S	O
01						
02						
03						
04						
05						

APPENDIX II

COMPANIES ENGAGED IN EXPORT PROCESSING ACTIVITIES

ANTIGUA/BARBUDA

Name company per sector	Start-up date
1. Rachel Needlecraft Ltd.	..
2. Canaan	..

BARBADOS

Grand total number of employees in Barbados: 3,185 (91.8% Females)

Name company per sector	Start up date
Textile/apparel production	
1. Atlantic Manufacturing Ltd.	1975
2. Barbados Children's Wear Co. Ltd.	1967
3. Edmont (B'dos) Ltd.	1976
4. H & k Knitting (Export) Ltd.	1988

Total number of employees in sub sector - 836 (95.9 % Females)

Assembly of electronic components	
1. Assembled Products Ltd.	1978
2. BEL Tronics (B'dos) Ltd.	1985
3. Gamble Industries Ltd.	1988
4. Caribbean Services Incorporated	1986
5. Crompton Modutec Barbados Ltd.	1976
6. ERA Electronics Ltd.	1988
7. Galt Ltd.	1988
8. International Resistive Co. Barbados Ltd.	1977
9. Transistor Barbados Ltd.	1970

Total number of employees in sub sector - 1,035 (89.8% Females)

Data entry operators	
1. Caribbean Data Services Ltd.	1983
2. Compudata Business Bureau Ltd.	1987
3. David Seaham Associates	1988
4. Donnelley Caribbean Graphics Ltd.	1987
5. National Demographics	1979
6. International Data Services Ltd.	1987
7. Island Data Systems	1989
8. Key Data Services Bureau	1988

9.	National Data Services Ltd.	1976
10.	Offshore Keyboarding Corporation	..

Total number of employees in sub sector - 1,198 (91.7% Females)

Miscellaneous activities

1.	Caribbean Candle Ltd.	1986
2.	Bondhus (Barbados) Ltd.	1986
3.	Hass Precision Industries Barbados Ltd.	1978

Total number of employees in sub sector - 116 (81 % Females)

DOMINICA

Grand total number of employees Dominica - 375 (91.5%)

Name company per sector	Start-up date

Textile/apparel production

1.	Gloves (Dominica) Ltd.	1984
2.	Silver Star Textile Co. Ltd.	1987

GRENADA

Grand total of employees Grenada - 379

Name Company per sector	Start-up date

Textile/apparel production

1.	Smithkline Beckman	1986
2.	Windward Industries Ltd.	1987
3.	Nahla & Co.	1988
4.	Liz Fashions	1988

Total number of employees in sub sector - 225 (% Females ..)

Assembly of electronic components

1.	Amber Electronics	1988

Total Number of employees in sub sector - 85 (96.6% Females)

Miscellaneous activities

1.	Schering - Plough Grenada Ltd.	1988
2.	Abbott Grenada Limited	1987

Total Number of employees 69 (81.2% Females)

JAMAICA

Kingston Free Zone

Name company per sector	Origin	Start-up Date	No. employees	
Garments				
1. Lawrence Man/fing Co.	USA	1977	261	
2. Jamaica Needlecraft	USA	1982	447	(416 Females)
3. Jamtex Ltd.	USA	1982	462	
4. Moa Apparel Ltd.		1984	503	(446 Females)
5. Bagutta Garments	H.Kong	1984	259	(240 Females)
6. Afasia Knitters	H.Kong	1984	982	(886 Females)
7. East Ocean Textiles	H.Kong	1984	1,652	
8. Fine Line Manuf. Co.	USA	1985	239	
9. Gazapati Jam. Ltd.	India	1986	799	(669 Females)
Miscellaneous				
1. Bobs Candies (candies)	USA	1984	14	(8 Females)
2. West Indies Nutritional Co. (Animal Feed Processing)	JA/USA	1981	17	(4 Females)
3. Tropicana (ethanol)	USA	1985	33	
4. Medimpex W.I.Ltd. (pharmaceuticals)	Hungary	1982	2	

Sub total number of employees - Kingston Free Zone: 5,670
(% Females in known 7 of 13 firms - 88%)

Montego Bay Free Zone

Name company per sector	Origin	Start-up Date	No. employees
Garments			
1. Akom Ltd.		1985	150
2. Williamson Dickie		1986	260
3. Montego Bay Trading Co.		1988	150
4. South Pacific Trading		1989	20
Data entry operations			
1. Advanced Automation		1985	55
2. CFL Limited		1988	350
3. Trans Data Express		1988	20

Miscellaneous

1. Jamaica Digiport Int. (communications)		1988	44

Sub total number of employees - Montego Bay: 1,049

ST KITTS/NEVIS

Total number of employees, St Kitts and Nevis: 1,407 (% Females ..)

Name company per sector	Origin	Start-up Date	No. employees
Assembly of electronic Components			
1. Coiltronics (St Kitts Ltd.)	USA	1985	225
2. Electrofab Ltd.	?	1973	273
3. Pico (St Kitts) Ltd.	USA	1983	83
4. Schott Corporation Ltd.	USA	1986	60
5. Harowe Servo Controls	USA	1988	184
6. Sensor Scientific Ltd.	USA	1987	78
7. Lutron Electronics Ltd.	USA	1987	50
8. Microlex Ltd	USA	1988	4

Sub total employees in sub sector - 957 (% Females..)

Miscellaneous

9. Wellington Ltd. (brassieres)	USA	1987	312
10. Carib Manufacturing Co. Ltd (garments)	USA	1986	102
11. Key Universal Ltd/ Reed data Services Ltd. (Data processing)	UK	1980	32
12. Unique Buildings System	Canada (joint venture)	1987	4

Total number of employees in sub sector - 450 (% Females ..)

ST LUCIA

Grand total number of employees - St Lucia: 2,829)

Name company per sector Start-up date

Textile/apparel production

1.	Hortex (St Lucia) Ltd.	1984
2.	Kocia Mills Ltd.	1987
3.	Two-O-Nine Ltd.	1987
4.	Castries Apparel Ltd.	1984
5.	Belle Fashions Ltd.	1980
6.	Nehoc Industries Ltd.	1986
7.	Unifa (St Lucia) Ltd.	1987
8.	Crown American Ltd.	1985
9.	Knitting & Apparel	1987

Total number of employees in 8 of 9 enterprises 1,839 (%F ..)

Assembly of Electronic Components

1.	Cariman Ltd.	1980
2.	Caribbean Electronics Ltd.	1986
3.	Manumatics Ltd.	1986
4.	Data Delay Devices	1978

Total number of employees in sub sector - 510 (% F ..)

Data Entry Operators

1.	Data Key International Ltd.	1986

Total number of employees in sub sector - 76 (97 % Females)

Miscellaneous activities

1.	Brabo (Caribbean) Ltd.	1983
2.	Crown Caribbean Ltd.	1986
3.	Red Cobra	1988

Total number employees in sub sector 404 (% F ..)

ST VINCENT AND THE GRENADINES

Total number of employees - 1,058 (75.8% Females)

Name company per sector Start-up date

Textile/apparel production

1.	St Vincent Children's Wear	1980
2.	Cariwear Ltd.	1988

Total number of employees in sub sector 331 (310 F or 93.7%)

Assembly of Electronic components

1. Pico (St Vincent) Ltd. 1981
2. St Vincent Electronics 1978

Total number of employees in sub sector 240 - (234 F or 93.7%)

Miscellaneous Activities

1. St Vincent Sporting Goods 1983

Total number of employees in sub sector - 487 (53 % Females)

APPENDIX III

ANTICIPATED NEW COMPANIES EXPECTED TO COMMENCE UNDER EPZ/ENCLAVE ARRANGEMENTS

Country	Name	Origin	Type	No.'ees
ANTIGUA..	..	..	..	..
BARBADOS				
	1. ..	..	Textile/apparel	..
	2. ..	..	Electronics	..
	3. ..	..	Self Luminous products	
DOMINICA				
	1. ..	..	Textile/apparel	..
GRENADA				
	1. ..	..	Textile/apparel	..
JAMAICA	..	..	..	..
ST KITTS/NEVIS				
	1.Southern Agronomics Ltd	USA	Ethanol	10
	2.Universal Technology	USA	Electronics	25
	3.Creative Plastics	Canada/ Local	Kitchen utensils	7
	4.Dynapro Ltd.	Canada/ Local	Golf balls	7
ST VINCENT AND THE GRENADINES				
	1. ..		Bakery products	..

APPENDIX IV

COMPANIES OPERATING UNDER EPZ/ENCLAVE ARRANGEMENTS WHICH HAVE CEASED OPERATIONS

Name company	Start-up date	Closing date	No. of empl.
ANTIGUA AND BARBUDA			
1. Rachel Needlecraft Ltd	..	..	..
2. Canaan	..	..	..
BARBADOS			
16 enterprises	..	..	..
DOMINICA			
1. Knitwear (Dominica Ltd.)	1981/82	1985	
2. E. Mitchell & Co. Ltd	1981/82	1985	
ST KITTS/NEVIS			
Garments			
1. Wilmar Trading Co.	1987	1988	10
2. St Kitts Apparel Ltd.	1982	1988	230
3. St Kitts Fashion & Trading Co.	1984	1988?	..
4. Islands Production Ltd.	1986	1988	135
Miscellaneous			
1. Caribbean Shoe Manufacturers Ltd.	1975	1988	9
2. DVC Ltd.(baseball caps)	1982	1988	50
ST LUCIA			
1. Caribbean Knitwear	1984	1984	
2. Marstan Mills	1982	1985	
ST VINCENT AND THE GRENADINES			
1. Island Gloves	1981/1982	1984	

* No data was available for Jamaica

APPENDIX V

WAGE RATES

BARBADOS - Barbados $

Wearing Apparel
$17.81 (trainee) - $28.51 (machine worker - Grade A) per week
plus incentive scheme.

Shop Assistant - Restaurant - Minimum Wage Legislation
18 years and over: $150.00 per week
Under 18 years $132.00 per week

Hotels
$128.00 (general worker) - $206.50 (cook, waiter/waitress in luxury hotels)
plus service charge

Sugar Industry
$3.38-$4.35 per hour, 40 hour week - out of crop season
$5.84-$8.83 per hour, unestablished staff and casuals.

DOMINICA - East Caribbean $

Wearing Apparel - Specific Manufacturer
$1.65-$2.00 per hour

Food Processing
$2.44 per hour.

GRENADA - East Caribbean $

Hotels
$313.20 (bartender/waitress) - $712.80 (cook) per month

Distribution
$432.00-$540.00 (cashier) per month.

Wearing Apparel
$10.80-$17.28 per day
$20.52-$22.68 (supervisor) per day

Agriculture
$13.50 (females) per day

Domestics
$432.00- (Sleep-in) per month
$270.00-$324.00 per month

Road Workers
$33.48 per day

ST LUCIA - East Caribbean $ - 1987

Electrical Components
$1.375 - $4.375 per hour
$2.70 - $5.00 (Supervisor) per hour.

Wearing Apparel
$ 50.00-$126.00 per week
$115.00-$375.00 (Supervisor) per week.

Agriculture
$1.05-$2.90 per hour

Manufacturing - Plastic Bags
$12.00 per day

Hotels
$75.00-$187.00 per week

ST VINCENT AND THE GRENADINES - East Caribbean $

Wearing Apparel
$ 52.00-$100.00 per week
$160.00-$215.00 (Supervisor) per week

Electronic Assembly
$64.00 per week

Agriculture
$60.00 per week.